



Jersey Care
Commission

INSPECTION REPORT

02 Children's Home

Children's Care Home Service

**Children's Services
Government of Jersey
Union Street
JE2 3DN**

**Inspection Date
8 December 2025**

**Date Published
16 January 2026**

1. THE JERSEY CARE COMMISSION

Under the Regulation of Care (Jersey) Law 2014 ('the Law'), all services carrying out any regulated activity must be registered with the Jersey Care Commission ('the Commission').

This inspection was carried out in accordance with Regulation 80 of the Regulation of Care (Standards and Requirements) (Jersey) Regulations 2018 to monitor compliance with the Law and Regulations, to review and evaluate the effectiveness of the regulated activity and to encourage improvement.

2. ABOUT THE SERVICE

This is a report of the inspection of a Children's Home. The name and address of the home have not been included in this report. This is to preserve the privacy and confidentiality of the children and young people who live there.

The Children's Home is operated by the Government of Jersey Children's Services and there is a registered manager in place.

Registration Details	Detail
Regulated Activity	Children's Care Home Service
Mandatory Conditions of Registration	
Type of care	Personal care and personal support
Category of care	Children and Young People (0-18)
Maximum number of care receivers	2
Maximum number in receipt of personal care/personal support	2
Age range of care receivers	12-18 years
Maximum number of care receivers that can be accommodated in each room	Rooms 1-2 one person
Discretionary Conditions of Registration	
None	
Additional information	

The home was not operational between May 2025 and 22 October 2025.

The Commission has received two updated Statements of Purpose since the last inspection.

An application for a new Registered Manager was received on 11 September 2025, and the service now has a Registered Manager in post.

A temporary variation request was received on 22 October 2025 to amend the age range from 12-18 years to 10-18 years.

As part of the inspection process, the Regulation Officer evaluated the home's compliance with the mandatory conditions of registration required under the Law. The Regulation Officer concluded that all requirements have been met.

3. ABOUT THE INSPECTION

3.1 Inspection Details

This inspection was announced and notice of the inspection visit was given to the Registered Manager four days before the inspection. This was to ensure that the Registered Manager would be available, and that the children and young people residing in the home were provided with notice of the visit.

Inspection information	Detail
Date and time of this inspection	8 December 2025 09:00 – 16:20
Number of areas for improvement from this inspection	None
Number of care receivers accommodated on the day of the inspection	Withheld
Date of previous inspection Areas for improvement noted in 2024 Link to the previous inspection report	10 and 12 July 2024 Three IR02ChildrensHome20240712Final.pdf

3.2 Focus for this inspection

This inspection included a focus on the areas for improvement identified at the previous inspection on 10 and 12 July 2024, as well as these specific new lines of enquiry:

- **Is the service safe**
- **Is the service effective and responsive**
- **Is the service caring**
- **Is the service well-led**

4. SUMMARY OF INSPECTION FINDINGS

4.1 Progress against areas for improvement identified at the last inspection

At the last inspection, three areas for improvement were identified, and an improvement plan was submitted to the Commission by the Registered Provider, setting out how these areas would be addressed.

The improvement plan was discussed during this inspection, and it was positive to note that all improvements had been made. This means that there was evidence of:

- Training compliance for the staff team. The Registered Manager was able to demonstrate that the staff team working in the home during the inspection were compliant with mandatory training requirements, as set out in a training matrix over which the Registered Manager has oversight.
- A refreshed suite of policies has been developed. These policies and procedures are specifically designed for use in a child residential care setting. Additionally, the Registered Manager was able to provide examples of policies drawn from the wider Government of Jersey suite that are also in use.

- The Registered Manager has implemented a mechanism to ensure that debriefs and group supervision are available to the staff team when required, such as following an incident in the home or during situations that may be sensitive or emotionally challenging for staff. As the facility provides short-term placements for children and young people, the Registered Manager explained that debriefs will take place after each discharge, giving the staff an opportunity to reflect on the placement, their experiences, and the effectiveness of the transition plan.

4.2 Observations and overall findings from this inspection

The Registered Manager and staff team facilitated the inspection, which was positive and identified no areas for improvement.

The home has been repurposed to provide temporary accommodation for children and young people requiring emergency placements. The recent admissions necessitated assembling a staff team at short notice. The Registered Manager drew staff from two existing children's homes to ensure an immediate response. The Registered Manager described how the team went above and beyond to deliver a child-centred approach for the children and young people placed.

As the home provides short-term emergency placements, transition planning is prioritised. The Registered Manager and the staff team work closely with the multi-agency team to ensure consistency of care, with the staff team supporting ongoing placements during transitions.

Monthly staff supervision is in line with the Children's Home Standards. A supervision calendar and supporting matrices provided to the Regulation Officer demonstrated that planned supervision sessions were completed, including for staff temporarily working in another home, evidencing ongoing compliance.

Medication management in the home is well-structured, with appropriate storage, established procedures, and staff trained to a level which meets the standards, or in the process of completing this. The Regulation Officer recommended implementing protocols for PRN (as-required) medications to ensure safe and consistent administration.

Activities for children and young people are thoughtfully planned to reflect their interests, hobbies, and age, balancing education, recreation, and relaxation. A weekly activity plan includes options such as bowling, swimming, and other sporting activities.

Care records are well-maintained, clear, and up to date. Pathway plans, care plans, and risk assessments reflect individual needs, and referrals to an independent children's advocacy service are made when appropriate.

5. INSPECTION PROCESS

5.1 How the inspection was undertaken

The Children's Care Home Standards were referenced throughout the inspection.¹

Prior to our inspection visit, all the information held by the Commission about this service was reviewed, including the previous inspection report, reviews of the new Statement of Purpose, variation requests, and any notifications submitted to the Commission since the last inspection.

The Regulation Officer was unable to gather feedback from any children and young people or their representatives. They had discussions with the service's management and other staff members. Additionally, feedback was provided by two professionals external to the service.

¹ All Care Standards can be accessed on the Commission's website at <https://carecommission.je/>

As part of the inspection process, records including policies, care records, training matrixes, and supervision compliance logs were examined.

At the conclusion of the inspection visit, the Regulation Officer provided verbal feedback to the Registered Manager and followed this up in writing via email on 9 December 2025.

This report sets out our findings and includes any areas of good practice identified during the inspection.

5.2 Sources of evidence.

Follow up on previous areas for improvement.	
Focus	Evidence Reviewed
Training compliance	Discussion with Registered Manager Review of the staff training matrix
Policies	Review of policies and procedures via tri-X Review of Government policies provided by the Registered Manager Discussion with the Registered Manager
Debriefs and group supervision	Discussion with the Registered Manager
New key lines of enquiry	
Focus	Evidence Reviewed
Is the service safe	Review of notifiable events Safe recruitment practices Health and safety procedures (including fire, water management, and property maintenance) Review of staffing- Duty rotas Cleaning schedules Daily check schedules Medications management Review of previous areas of improvement
Is the service effective and responsive	Statement of purpose Children's Guide Care records Health appointment check list Independent visitor reports (Regulation 31) Daily activities

Is the service caring	Care records including care plans, daily logs, assessments Observations of care delivery Supervision and appraisal Transition plans Health appointment schedule
Is the service well-led	Statement of purpose Staff induction processes Training matrix Supervision compliance log Policies and procedures Staff feedback

6. INSPECTION FINDINGS

Is the service safe?

People are protected from abuse and avoidable harm.

Full inductions are completed for all new staff members, including agency staff. Induction timescales are tailored to the individual, taking account of their previous skills and experience in the role. Mandatory training is completed during the induction period, with protected time allocated to support this. Staff who are already working in the role but are new to the home receive an induction specific to the home environment, including its protocols and procedures. The Regulation Officer reviewed several completed induction records for members of the staff team.

Medication management procedures within the home were reviewed by the Regulation Officer. The home has appropriate storage for medication, and evidence was seen of staff following established medication procedures. Medication administration records are used for any children requiring medication during their stay. A clear protocol is in place for the use of over-the-counter medications, and medication risk assessments are completed where appropriate. Some staff members have completed a Level 3 Regulated Qualifications Framework (RQF) or equivalent qualification in medication practices, while other members are in the process of completing this essential training.

The Regulation Officer recommended that protocols for PRN medications be implemented to ensure safe and consistent administration.

The Registered Manager has effective oversight of training compliance for staff members supporting the home. A training matrix was reviewed and evidenced full compliance with mandatory training requirements. Many members of the staff team have completed a Level 3 RQF qualification in residential childcare, with others currently working towards this. The organisation's training and development team provides ongoing support to the home, including identifying training needs, coordinating training, and maintaining records of compliance.

The Registered Manager maintains oversight of the recruitment processes for the home. The senior leadership team, along with one of the registered managers, manages the recruitment process, including shortlisting and interviews. Due diligence information from the recruitment process is shared with the home's Registered Manager, who provides input on which candidates would be the best fit for the team and the needs of the children and young people. The Registered Manager also reviews all references and Disclosure and Barring Service certificates to ensure that candidates meet the required standards for safe recruitment.

Health and safety procedures are well-established and consistently followed within the home. Fire safety arrangements are robust and up to date, ensuring the safety of children, young people, and staff. An online system, used across the residential estate, effectively tracks the scheduling and completion of health and safety and maintenance checks, providing a clear record of compliance and supporting the ongoing safe operation of the home.

Is the service effective and responsive?

Care, treatment, and support achieves good outcomes, promotes a good quality of life and is based on the best available evidence.

As the home provides short-term emergency placements, transition planning is prioritised, as decisions regarding the next steps for children and young people must be made quickly. The Registered Manager has recently worked collaboratively with the multi-agency team to plan transitions for the children and young people currently residing in the home. This careful planning has taken into account the importance of consistency of care by utilising the staff team to support ongoing placements.

The Registered Manager and staff team planned a complex transition for a young person, implementing risk assessments to ensure the next care provider could work alongside the home's team and become familiar with the young person's preferences and needs.

The transition was carefully coordinated, with staff undertaking outreach work throughout the process to maintain consistency and provide ongoing support until the young person was settled with their new team and in their new home. Transition planning is an area of good practice.

The home's Statement of Purpose is under ongoing review due to recent changes in the home's objectives. The Registered Manager, together with the senior leadership team, is monitoring the effectiveness of the recently amended mandatory conditions to determine whether further development is required to ensure the provision of a tailored service that meets the needs of the children and young people.

Activities for children and young people are planned thoughtfully, taking account of individual preferences, hobbies, and interests, as well as the age range of the children. A weekly activity plan was available for review. Examples of activities included bowling, swimming, and other sporting activities. The plan also reflects the time children spend in education and incorporates opportunities for relaxation and downtime.

Meal choices are planned a week in advance and are co-produced with the children and young people, prioritising their preferences and taking account of their dislikes. A weekly meal plan was reviewed, which demonstrated that meals are home-cooked daily and promote a well-balanced, nutritious diet. The meal plan is displayed within the home to support children to know what meals are planned each day. Staff reported that they are flexible and will make changes at short notice if this reflects the wishes of the children.

Is the service caring?

Care is respectful, compassionate, and dignified. Care meets people's unique needs.

The home is well maintained, clean, and tidy, with daily cleaning schedules in place. The environment is warm and welcoming, featuring three generously sized bedrooms with ensuite facilities. Staff support children and young people to personalise their bedrooms, helping them to feel valued and at home during their stay.

The home provides a lounge that can be used for quiet time. In addition, a second lounge area is open plan to the dining space. This area supports children and young people who wish to spend time in a communal environment and engage with staff members. The open-plan lounge is centrally located within the home and serves as a hub of activity for both children and staff.

The Registered Manager is implementing a debrief process for the staff team to be used following any incidents or situations that may be sensitive or emotionally challenging. Additionally, debriefs will be automatically conducted after children and young people leave the home, providing staff with the opportunity to reflect on the temporary placement and identify learning or support needs for future placements. The Registered Manager noted that, depending on the circumstances, a Child and Adolescent Mental Health Service practitioner may be involved to facilitate the group debriefs.

As the home provides short-term emergency accommodation for children and young people, a management decision has been made not to assign individual key workers. Instead, the entire staff team shares responsibility for overseeing the delivery of care plans and supporting children and young people across all areas of their needs. This approach ensures that children and young people receive consistent care and support from the whole team during their stay.

Care records within the home are maintained to a high standard. Daily recordings by the staff team are clear, accurate, and up to date. There is evidence that children and young people are referred to an independent children's advocacy service when appropriate. Pathway plans, care plans, and risk assessments are well-written, contemporaneous, and reflect the individual needs of each child and young person.

The team actively supports a multi-disciplinary approach to meeting the needs of children and young people. This is demonstrated through regular attendance at multi-disciplinary meetings, contributing to the development and implementation of transition plans, and coordinating outreach work with other professionals. Staff work collaboratively to ensure that children and young people receive consistent, well-informed support that reflects the input of all relevant services.

The team actively supports children and young people to access education and attend health appointments in line with health and education care plans completed by relevant professionals. Staff ensure that each child's individual needs are met, providing practical support and encouragement to promote attendance, engagement, and positive outcomes in both educational and health settings.

Is the service well led?

The leadership, management and governance of the organisation assure delivery of high-quality care, supports learning and innovation, and promotes an open and fair culture.

Residential Child Care Officer (RCCO) staffing sufficiency continues to be an ongoing challenge. Senior leaders have advised the Commission that a recruitment and retention strategy is in process which will improve this ongoing situation. In the interim, to support the service, there has been an increase in agency staff recruited from the UK to supplement the reduced number of permanent RCCOs currently in post.

Prior to the home becoming operational again following a change in its purpose, the Registered Manager identified a dedicated staff team for the home. This team comprised a mix of permanent and agency staff drawn from two other homes within the estate. At the point the home resumed operations, staffing was predominantly sourced from a different home that had not originally been identified to provide staff, as that service was temporarily without care receivers. As the home provides temporary accommodation, it is not required to be operational at all times, allowing for intervals in between use. During these periods, staff are redeployed back to their original homes. The Registered Manager has recently managed this arrangement effectively, successfully assembling a staff team at short notice while maintaining appropriate staffing levels across the wider estate.

A new suite of policies and procedures has been introduced for use across all children's social care services, including children's homes. The Registered Manager has implemented a structured approach requiring members of the staff team to review selected policies and procedures, with specific areas of focus allocated to individuals. Staff are then expected to provide feedback during designated sessions. This approach provides assurance to the Registered Manager that staff are engaging with, reading, and developing an understanding of the updated policies and procedures.

The Regulation Officer discussed the service's complaints procedure and reviewed any complaints managed since the previous inspection conducted on 10 and 12 July 2024. The Registered Manager reported that one complaint had been received from a former resident and was managed by prioritising the young person's participation. The young person was actively involved in their transition planning to another home, supported to exercise choice and control by selecting their bedroom, and provided with clear, age-appropriate explanations to ensure transparency in decision-making. The complainant confirmed they were satisfied with the outcome, and the complaint did not require further escalation. The Registered Manager was able to evidence that records of complaints and compliments are maintained by the service. The Regulation Officer was satisfied that the service's complaints policy had been appropriately followed and that the approach taken promoted the young person's voice, participation and wellbeing.

Monthly supervision of staff is a requirement specified in the Children's Home Standards. A supervision calendar was provided to the Regulation Officer for team members who had been assembled from another children's home. The calendar included planned supervision dates for November 2025, when these staff members were working in a different home under the management of another Registered Manager. The calendar evidenced supervision compliance for that month. The Registered Manager also provided a selection of monthly supervision matrices from when the home was previously operational earlier in the year, which demonstrated compliance during those periods.

The Registered Manager explained that a small number of agency staff have been utilised due to insufficient permanent staff being available to work in the team. To maintain consistency and ensure that agency staff have the necessary knowledge and experience to work effectively in the home, the Registered Manager has selected agency staff who have a minimum of two years' experience working in local children's homes to be part of the staff team. This approach provides assurance that agency staff are familiar with local practices, expectations, and the needs of local children.

A staff member reported that:

The well-considered transition plans for some of the children ensured that there was consistency of relationships which continued with the staff team.

A staff member said:

Working as part of the team, I've seen how everyone consistently goes above and beyond to meet the individual needs of the children to ensure they feel safe and valued.

Views from professionals:

During the transition of a young person to another care setting: "The team were able to provide a lot of valuable information on how best to meet the young person's care needs".

The Registered Manager went above and beyond to ensure that the young person had access to appropriate funding and agreed to provide additional support to the young person once they had moved into their new home.

The manager requested that I write an introduction about myself before my visit, to share with the children so that they were prepared.

IMPROVEMENT PLAN

There were no areas for improvement identified during this inspection and an improvement plan is not required.

It should be noted that this inspection report should not be regarded as a comprehensive review of all strengths and areas for improvement that exist in the service. The findings reported on are those which came to the attention of the Care Commission during the course of this inspection. The findings contained within this report do not exempt the service from their responsibility for maintaining compliance with legislation, Standards and best practice.



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